DOCUMENT RESUMI

ED 157 861

SP 012,411

AUTHOR TITLE PUB DATE NOTE Hiatt, Diana B.
The Effect of Teacher Aides in Primary Classrooms.
Har 78
30p.; Paper presented at Annual Meeting, American Educational Research Association, (Toronto, Canada, Harch 27-31, 1978)

EDRS PRICE DESCRIPTORS MF-\$0.83 MC-\$2.06 Plus Postage.

Class Hanagement: *Effective Teaching: Helping Relationship: *Individualized Instruction: *Interpersonal Relationship: Job Satisfaction: *Primary Grades: *Teacher Aides: *Teacher Attitudes

ABSTRACT

An intensive study of twenty five primary classrooms with and without aides suggested that teachers with aides displayed more evidence of job satisfaction in teaching and were able to devote more time to teaching activities they valued. Teachers with aides were able to devote more time to instruction and less time on classroom management. There was no marked evidence that teacher aides altered the teacher's ability to individualize instruction or to create greater pupil involvement. Teachers interviewed preferred spending money on a teacher aide than on classroom materials, equipment, or consultants. (Author)

Reproductions supplied by EDRS are the best that can be made from the original document.



TITLE: The Effect of Teacher Aides in Primary Classrooms

AUTHOR: DIANA BUELL HIATT, Ed.D.

INSTITUTION: Pepperdine University

PAPER PRESENTATION: American Educational Research Association's

Annual Meeting, March 27-31, 1978, Toronto, Canada. Complete report is available on microfich from <u>Dissertation</u> Abstracts, Ann Arbor, Mich., 1976.

ABSTRACT

An intensive study of twenty-five primary classrooms with and without aides suggested that teachers
with aides displayed more evidence of job satisfaction in teaching and were able to devote more time
to teaching activities they valued. Teachers with
aides were able to devote more time to instruction
and less time on classroom management. There was
no marked evidence that teacher aides altered the
teacher's ability to individualize instruction
or to create greater pupil involvement.
Teachers interviewed preferred spending
money on a teacher aide than on classroom
materials, equipment, or consultants.

During the 1960's a variety of innovative ideas were transformed with zeal into educational realities. The theoretical notions spawned during the 1940's and 1950's were grasped by energetic reformers as a means to cure all of schooling's ills. With sincere vision and strong conviction, these reformers sought an increasing amount of governmental and foundation

PERMISSION TO REPRODUCE THIS MATERIAL HASTBEEN GRANTED BY

Dr. Cliana B.

TO THE "EDUCATIONAL RESOURCES INFORMATION (FINTER GERIC) AND USERS OF THE ERIC SYSTEM

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRO-DUCED EXACTLY %5 OBCEIVED FROM THE PERSON OR ORGANIZATION ORIGIN-ATING IT POINTS OF VIEW OR OPINIONS STATED DO NDT NECESSARILY REPRE-SENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY support to put these ideas into practice. But, as the winds of change have died down, the pragmatists of the 1970's stand in the dust of those earlier dreams, sifting through it for the bits and pieces that have withstood the trials of time:

Staff differentiation was one of the concepts that captured the fancy of these reformers (Allen, 1969, 1973; Caldwell, 1973; English, 1969; Fiorino, 1972). It was implemented in several model school districts throughout the country --one being Temple City, California (HEW, 1973). A visit to that district today reveals only vestiges of the grand scheme that once existed. It is possible that the pleas for models that produce a complete overhaul of a social system in one fell swoop are not manageable. It may be that the true reformers are those who see the larger vision but move forward one step at a time, making sure the practice follows the drumbeat.

One of the aspects of the full blown scheme of staff differentiation is the utilization of aides within the class-room. Teacher aides was a staffing idea that grew out of the teacher shortage during World War II and continued during the "baby boom" of the 1950's.

A comparison of the contemporary classroom with one of a century ago would sharply reveal the increasing complexity of the work of teaching (Cubberly, 1910). Today's classroom teacher needs to possess a wider range of knowledge and skills, such as the knowledge of child development and the psychological

principles of learning, ability to judge a vast array of curricular materials and evaluate a multiplicity of testing devices, and skill in operating a variety of audiovisual machines and in managing the work of others. At the same time, there is increasing pressure to individualize instruction to meet the wide range of differences among pupils within the class-room (Goodlad, 1966). Teachers are attempting to use a variety of instructional groupings, provide a wide selection of educational opportunities and promote learning achievement, according to the range of ability and interest within a given group. To the novice who enters the classroom for the first time, the work of teaching appears to be overwhelming (Dreeban, 1970)

A means to assist the classroom teacher to meet the demands placed upon him, schools are employing teacher aides. The western states are employing the greatest number of these aides (Moffatt, 1972). Currently, within the State of California, there is pressure to restructure the primary grades to promote individualization of instruction for pupils (State of California, 1972). As part of this plan for providing for the unique differences of thirty pupils within a classroom, funds are provided for the hiring of teacher aides. Many other federal and state projects mandate the hiring of teacher aides to meet the requirements of their educational programs. In the City of Los Angeles, the taken population of this study, about 130 aides were hired in 1966. Today district records show that approximately 9,000.

aides are employed throughout the district. Utilization of such a large number of aides would suggest that their work is valued.

This study was undertaken to examine aspects of the ecological impact of placing teacher aides within the primary classroom. The intent was to describe the differences in work
functions of teachers and the educational characteristics of
classrooms with and without these teacher aides. This study was
designed to: (1) provide useful information to policymakers on
the employment of teacher aides; (2) extend knowledge of classroom observational methodology; and (3) develop and implement a
model to study the work of teaching.

Goodlad has suggested that placing too much early emphasis on pupil achievement as the primary measure of the worth of an innovation may cause evaluators to miss other significant differences brought about by that change (Goodlad, 1975). Internal assessments may bring to light many other worthwhile purposes for an innovation that may be lost if only the external measure of pupil achievement is taken. Based on that reasoning, this study examined the contextual factors of the classroom rather than pupil achievement. Since the first fear of an innovation is often fraught with trial and error and one may be measuring a "non-event (Charters, 1973)," wit was decided to study only classrooms in which aides had been employed for more than one year.

The sample population consisted of five elementary schools grade 6, located within the Greater Los Angeles area in California. Thirteen self-contained primary classrooms with beacher aides and twelve self-contained primary classrooms without teacher aides were selected. Each school in the study was composed of approximately twenty-five to thirty classrooms. with twenty-six to thirty pupils assigned to each classroom. The pupils from four classrooms in each subsample were drawn from lower-middle class schools, each school composed of 40 to 50 percent Mexican-American children. Nine classrooms in the subsample of classrooms with teacher aides and eight classrooms in the subsample of classrooms with no teacher aides were drawn from schools with, middle- to upper middle-class Caucasian pupils. Data gathered from the teacher interview on number of years of teaching experience, number, of years at the primary level, and level of educational attainment indicated no significant differences between the two subsamples of teachers.

Records of the employment of aides in Los Angeles City and surrounding communities suggested that most classroom instructional aides were employed during the first three hours of formal instruction in the morning. Since this study was probing the effects of aides, it was decided to limit the classroom observations to the morning.

A survey of the available instruments for measuring teaching and a review of the literature revealed limited work had been done

CATEGORIES OF CENTRAL AND RELATED ACTIVITIES OF TEACHING

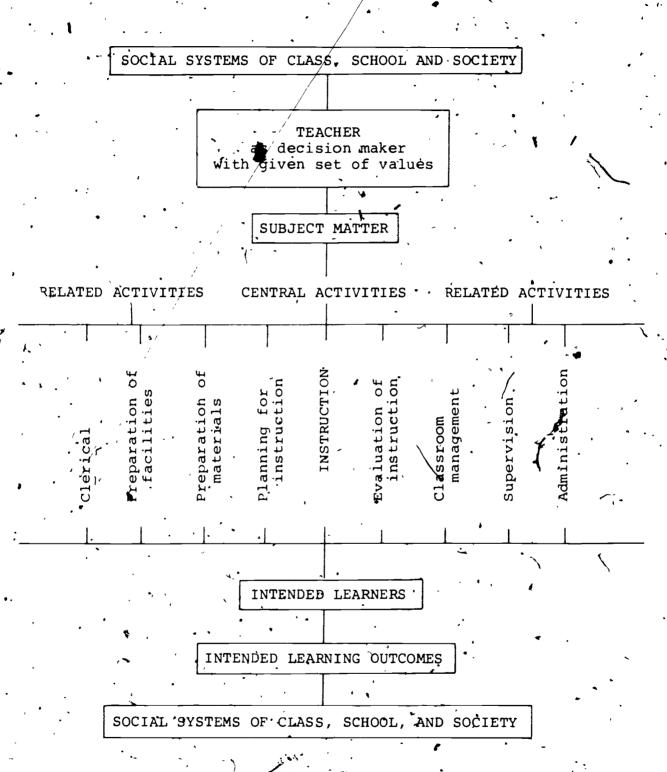


Figure 1

on the full-spectrum of teaching activities. Therefore, the model of central and related teaching activities, shown in Figure 1, was developed. This model was derived from the philosophical work of Lortie, Green and Goode (Lortie, 1969; Green, 1971; Goode, 1969), and work by organizational theorists (Blaus and Scott, 1969; Carver and Sergiovanni, 1969; Katz, 1964; Likert, 1967; Tannenbaum, 1966; and Weber, 1947). While many ideas about the nature of the work of teaching were gleaned from these scholars, the author assumes full responsibility for the particular synthesis of their ideas.

Lortie states that instruction is the central activity of teaching and Green continues the argument, adding that instruction is the form of teaching that requires the greatest degree of intellect. In his study of professions, Goode mentions that one criterion of a profession is a highly defined body of knowledge, which is acquired and sanctioned for use only by those persons seeking to enter that profession. Though education of teachers lacks such a defined body of knowledge at this time (Dreeban, 1970), the activities related to the planning of instruction, instruction, and evaluation of instruction come closest to containing those elements of teaching which might some day provide this defined body of knowledge. Therefore, in the development of this model, planning for instruction, instruction, and evaluation of instruction were situated as the central activities of teaching.

In this model, the teacher is depicted as operating within a given social system of the society, a particular school, and the classroom. The teacher is seen as an individual with a unique set of values which serve as a benchmark in the selection of alternatives for any teaching decision that must be made.

During the process of instructing, the teacher must deal with some area of subject matter within some medium with the intent of producing certain learning outcomes with children. The effect of the teacher's work reaches the society through changes in the behavior of learners.

In the work of teaching, teachers do perform many other related tasks (Dreeban, 1970, 1973; Lortie, 1973; Green, 1971).

This model hypothesized that these related tasks of teaching could be placed in discrete categories of clerical functions, preparation of material, preparation of facilities, classroom management, supervision, and administration. Management theory suggested that a teacher could delegate these related teaching tasks to other individuals within the school hierarchy. A school clerk could handle record keeping; materials could be purchased "ready-made" from manufacturers; a custodian could handle the facilities; assistants could organize and control the children within the classroom; a supervisor could perform necessary monitoring functions; and the principal and central office staff could handle administrative work.

A second consideration was the appropriate unit of measurement to record difference in teacher behavior with

TABLE 1

COMPARISON OF 25 PRIMARY TEACHERS RANK ORDER OF IDEAL AND ACTUAL USE OF CLASSROOM TIME

RAIK ORDER OF CATEGORIES OF IDEAL USE OF TIME

ACTUAL USE OF TIME IN MINUTES

TEACHERS WITH AIDES TEACHERS WITHOUT AIDES

INSTRUCTION	•	39.34 ·	٠.	 	42.	
PLANNING FOR INSTRUCTION		18.64	•	20.	69	
EVALUATION OF INSTRUCTION		. 37.63		.40.	42	
CLASSROOM MANAGEMENT	•	29.52	•	, 40.	09	
SUPERVISION		15.50		14.	0'3	
CLERICAL		5.36		4.	57	
PREPARATION OF FACILITIES		2.94	- ,	i.	83	
ADMINISTRATION ^d		7.16	, ~	2.	57	
PREPARATION OF MATERIALS	*	11.06		6.	53	
• • •	TOTAL TIME	167.15	·	154.	15	

aRank order of teaching activities was derived from mean responses of all 25 teachers on the questionaire "Inventory of Teaching Tasks:"

Each teacher was observed 180 consecutive minutes for two mornings. This table depicts the mean time spent in each category per morning Non-teaching activities account for the remainder of the time.

[•] CDifferences between teachers with and without aides was significant at .02 level.

dDifferences between teachers with and without aides was significant at .01 level.

TABLE 2

FREQUENCY OF OBSERVATIONS OF TEACHERS AND AIDES IN VARIOUS-SIZED PUPIL GROUPINGS

Group	Teachers without Aides*	Teachers with Aides	Aides
Individual	5	12	18
Samll, 2-6 pupils	16	17 .	, 33
Moderate, 7-12 pupils	43	. 37	9
Large, 13-whole class	20	8 -	11 .
Whole class	37	29	13.
More than whole class	2	0	. 0
Alone	0	0	19
TOTAL	. 122	103	103

*Teachers who shared the use of an aide were classified as teachers without aides during the five minute observations when no aide was assigned to them. These teachers were classified as such for this analysis only.

ap < .06

^bp < .07



and without aides. The work by Harnischfeger and Wiley made a sound argument for using time as an appropriate measure for recording quantitative differences (Harnischfeger and Wiley, 1975). But allocation of time also takes into account the values a person holds regarding what is more worthwhile. It was assumed that the way teachers allocated classroom time should reflect the values and beliefs in what is most important in teaching. Therefore, the placement of a teacher aide under the jurisdiction of a teacher should make it possible for the teacher to delegate tasks in the categories related to teaching and devote more time to the central activities of teaching.

minutes on two different days of the week to record the amount of time each teacher devoted to each category of teaching. Using a stopwatch, the observers independently recorded the work of the teacher for 180 consecutive minutes beginning with the morning "bell" or official time school began. Table 1 shows the rank order of ideal and actual use of classroom time by primary teachers with and without aides. Significant difference occurred between subsamples on classroom management, administration, and preparation of materials. The presence of aides seemed to reduce the amount of time teachers devoted to classroom management. Noting the placement of aides in classroom grouping in Table 2, one can hypothesize that the work of aides with individuals and

TABLE 3

COMPARISON OF 25 PRIMARY TEACHERS RANK ORDER OF IDEAL AND ACTUAL USE OF CLASSROOM TIME

RANK ORDER OF CATEGORIES OF IDEAL USE OF TIME	ACTUAL USE OF TIME IN MINUTES					
• •		S WITH AIDES	TEÁCHER	S WITHOUT	AIDES	
INSTRUCTION	e e e e e e e e e e e e e e e e e e e	39.34 .			a.	
PLANNING FOR INSTRUCTION		18.64	•	20.69		
EVALUATION OF INSTRUCTION	• •	37.63		40.42		
CLASS ROOM MANAGEMENT ^C	· ,	29.52	v	40.09		
SUPERVISION	•	15.50	· 5	14.03	•	
CLERICAL		5.36	. 346	4.57		
PREPARATION OF FACILITIES		2.94.	‡ *	1.83	•	
ADMINISTRATION ^d	-	7.16	۷,	.2.57	•	
PREPARATION OF MATERIALS		11.06		6.53		
	TOTAL TIME	167.15		164.15	-	

aRank order of teaching activities was derived from mean responses of all 25 teachers on the questionaire "Inventory of teaching Tasks."

Differences between teachers with and without aides was significant at .01 level.





Each teacher was observed 180 consecutive minutes for two mornings.

This table depicts the mean time spent in each category per morning.

Non-teaching activities account for the remainder of the time.

^CDifferences between teachers with and without aides was significant at .02 level.

small groups reduced the management demands made upon the teacher by some pupils. Also, the placement of teacher aides in controlling children while the teacher was working with the whole class may account for reduced time in classroom management.

Following the classroom observations, the teachers completed a 63-item que thaire, rating how they would like to spend their morning classroom time. Each item related to one of the categories in the proposed model. This questionnaire was adapted from one developed by Charters, Jr., to study changes in teaching when differentiated staffing was implemented in Portland, Oregon. Table 3 shows the correlation on ideal and actual use of time by the teachers in both subsamples. Teachers with aides were able to devote more time to activities they valued than teachers without aides.

Each teacher also participated in a 20 - 40 minute interview. The purposes for the interview were to ascertain the teachers' general level of job satisfaction and attitudes toward the work of teaching and having teacher aides in the classroom.

Table 4 depicts the significantly higher level of job satisfaction of teachers with aides. The presence of teacher aides and their assistance to teachers in the classrooms makes the work of teaching more satisfying to teachers. Teachers repeatedly reported during the interview their selection of an aide over consultants, curriculum materials or equipment for the use of a given sum of money. Aides affect the teachers

TABLE 4

COMPARISON OF THE RAW SCORES BETWEEN GROUPS ON INTERVIEW QUESTIONS PERTAINING TO LEVEL OF JOB SATISFACTION

, Jop	Level Satis	of factio	n n		- * ,	P 13 wi Aide	rimary th s	Teache 12 v	ers withou Aides	t .	- 1 ,
	High			9.0		. 6	. (3	÷	 ,
•	Moder	ate	٠	8.5	,			. ,	. ' ,		
				8.0		2	, .	· · .	. ,		•
				7.5	:				1	ł	
		•		7.0		•		•	2		
		+		6.5	∀ '	1		•	_		
	•			6.0	=	2			1 .	-	
•		,		5.5		1	:	•		4	a.
	•	4	•	5.0	المناوء " المو			,	1		
	`			4.5		· * 1			-		
	1	·		4.0	•	, –	•	á	1 .		
		•	• '	3.5	,		•	, ~			
	Low			3.0						<u>-</u>	
,	DOM.			2.5	•		·			١.,	ئىي ئىي ر
	•	* 3				•			1		` -
•	الي.	æ €		2.0			•		1	•	
	, j		,	1.5		i		+ '	•	4	
				1.0					,	•	
				→ 0.5					1		
	4		•	0.0						. —	•
						•		•	٠,,		



sense of accomplishment and feelings of self-worth. These teachers felt that the aides were an invaluable assistance to promoting individualized instruction within the classroom.

To determine if teacher aides actually do alter the amount of individualized instruction within the classroom, two trained observers visited each classroom nine times for five-minute recordings of indicators of individualized instruction and level of pupil task involvement. The method of performing this part of the research would be easily replicable by teachers, administrators, and parents interested in studying classroom changes. observers recorded the number of levels of difficulty of learning tasks, the frequency of the teacher and aide working with various sized groupings of children, the number of kinds of different activities that were provided children at a given moment, and the level of task involvement of children. The data analysis suggested that the presence of teacher aides did not significantly alter the teacher's ability to restructure the classroom to increase individualized instruction. Because of nominal inservice training on effective utilization of teachers' time and skills, teachers tended to persist in old patterns of behavior. With the addition of the aides, these teachers simply assigned to the aides some jobs that these teachers thought might be useful to the classroom. They did not seem to perceive the aide as an extra pair of "helping hands" to assume essential though less-skilled teaching tasks so that

the teacher could concentrate on those tasks requiring a greater amount of training and expertise.

When policymakers intend to institute a change in the work of teaching, such change should be accompanied by appropriate inservice training of the teachers. Though the State of California did suggest that staff development be a part of the budget for schools employing aides in Early Childhood Education classrooms, the guidelines did not provide for any linkage between inservice training and institutions of higher education. What staff development did occur was piecemeal and often dictated by administration and not the teachers. Without staff development on ways to effectively utilize aides as well as special training for the mides, the teachers continued to perform those activities that they felt were satisfying.

and nursing, provide regular opportunities for updating skills. Persons in such occupations have released time during regular work hours to attend staff training sessions. In the past, teachers have usually been expected to provide their own inservice training by attending evening courses, Saturday conferences, after-school district sessions, and reading articles in educational magazines and journals. After dealing with twenty-five to thirty children during the day, teachers have little energy left to "retread" after school. It is time that policymakers consider the updating of teaching skills



to be a regular part of the teaching job and provide both the means and the time in which to do so.

During the early part of the workday, when teachers are "fresh" and ready to acquire new skills and ideas local school districts should periodically provide released time for inservice training sessions. The new legislation, introduced by Mondale at the federal level for the development of Outreach programs and by Hart in the State of California for the development of teacher centers whose thrust for inservice training is determined by the assessed needs of the community's teachers, should be provided funds so that their intent becomes a reality. Local inservice can offer more indepth, practical and continuous work on instructional, curricular, or organizational problems than piecemeal courses. offered at outside institutions or conferences. Local inservice can be far more flexible and responsive to staff requirements.

Without appropriate inservice training, intended innovations will continue to be recorded as "non-events." Changes in work patterns do not come about overnight by simply writing proposals or altering names and labels. If society demands changes in the effectiveness of teachers, such changes need to be accompanied by significant funds so that educational programs can be developed for the training of the staff in the new skills and knowledge required by each innovation introduced. This study on the effects of aides on teacher



use of time and individualization of instruction is only one examination of the limited effects of an innovation because the participants in the change were not fully trained to adopt the needed behaviors to make the innovation successful.

SÉLECTED BIBLIOGRAPHY

- Abbott, Jerry L. The Auxiliary Teacher Program: A Complete Manual and Guide, West Nyack, N.Y.: Parker Publishing Company, Inc., 1971.
- Allen, Dwight. "A Differentiated Staff: Putting Teaching Talent to Work." Occasional Papers, National Commission on Teacher Education and Professional Standards, National Education Association, Washington,

 D.C., December, 1967.
 - . "A Differentiated Teaching Staff." In Julia
 F. DeCarlo and Constant A. Madon (ed.), <u>Innovations</u>
 in Education for the Seventies: Selected Readings,
 New York: Behavioral Publications, 1973.
- Anderson, Robert H. "Organizing and Staffing the School."

 In The Elementary School in the United States, the
 Seventy-second Yearkbook of the National Society for
 the Study of Education, Part II. Chicago, Ill.:
 The University of Chicago Press, 1973.
- . and Shane, Harold G. "Implications of Early L. Childhood Education for Lifelong Learning." In Seventy-first Yearbook of the National Society for the Study of Education, Part II. Chicago, Ill.: The University of Chicago Press, 1972. Pp. 367-390.
- Argyris, Chris. Personality and Organization. New York: Harper and Brothers, 1957.
- Ausubel, David P. "Viewpoints from Related Disciplines:

 Human Growth and Development." In G. Hass (ed.);

 Curriculum Planning. Boston: Bank Street College of Education, 1966.
- Bennis, Warren G.; Schein, Edgar H.; Steele, Fred I.; and Berlew, David E. Interpersonal Dynamics. Homewood, Ill.: The Dorsey Press, 1968.

- Bennett, William S., Jr., and Falk, R. Frank. New Careers and Urban Schools: A Sociological Study of Teacher and Teacher Aide Roles. New York: Holt, Rinehart and Winston, Inc., 1970.
- Berlinger, David C. and Gage, N.L. "The Psychology of Teaching Methods." The Seventy-fifth Yearbook of the National Society for the Study of Education; Part I. Chicago: University of Chicago Press, 1976. Pp. 1-20.
- Bidwell, Charles E. "The Social Psychology of Teaching."

 In Robert M.W. Travers, American Educational Research
 Association (ed.), Second Handbook of Research on
 Teaching. Chicago: Rand McNally and Co., 1973.
- Bishop, Lloyd K., and Carlton, Patrick W. "Staff Differentiation: A Model for Developing Professional Behavior." In Julia E. DeCarlo and Constant A. Madon (ed.), Innovations in Education for the Seventies:

 Selected Readings. New York: Behavioral Publications, 1973.
- Blau, Peter M., and Scott, Richard. "The Nature and Types of Formal Organizations." In Organizations and Human Behavior. New York: McGraw-Hill Book Company, 1969.
- Bowman, Garda W., and Klopf, Gordon J. New Careers and Roles in American School. New York: Bank Street College of Education, December, 1968.
- Brighton, Howard. <u>Utilizing Teacher Aides in Differentiated</u>
 Staffing. Midland, Mich.: Pendall Publishing Co.,
 1972.
- Caldwell, Bruce G. Differentiated Staffing-The Key-to
 Effective School Organization. New York: The Center
 for Applied Research in Education, 1973.
- California State Department of Education. Early Childhood
 Education: Report of the Task Force on Early Childhood Education. Sacramento, California, 1972.
- Carver, Fred D., and Sergiovanni, Thomas J. (ed.) Organizations and Human Behavior. New York: McGraw-Hill Book Co., 1969.
- Center for the Advanced Study of Educational Administration. Change Processes in the Public Schools. Eugene, Ore., 1965.

- Charters, W.W., Jr. "Measuring the Implementation of Differentiated Staffing: A Comparison of Two Elementary Schools." Eugene, Oregon, Center for Advanced Study of Educational Administration; Bethesda, Md...: ERIC Document Reproduction Service, ED.082-369, 1973.
- . "The Social Background of Teaching." In N.L.

 Gage (ed.), Handbook of Research in Teaching. Chicago:
 Rand McNally and Co., 1963.
- . "The Social Psychology of Educational Administration." In Perspectives on Educational Administration and the Behavioral Sciences. Lugene, Ore.:

 Center for the Advanced Study of Educational Administration, 1965.
- ______. and Pellegrin, R. "Barriers to the Innovation Process." Educational Administration Quarterly, 9, no. 1 (1973).
- Conant, Eaton H. <u>Teacher and Paraprofessional Work Productivity</u>. Lexington, Mass.: D.C. Heath and Co., 1973.
- Cooper, James M. "Some Questions and Answers." In Julia E. DeCarlo and Constant A. Madon (ed.), <u>Innovations in Education for the Seventies: Selected Readings.</u>
 New York: Behavioral Publications, 1973.
- Crewnshaw, Joseph W. Florida Flexible Staff Organization Feasibility Study. State Department of Education, Tallahassee, Florida, February, 1969.
- Cubberly, Ellwood P. Public Education in the United States. Boston: Houghton Mifflin Company, 1910.
- Culbertson, Jack (ed.). "Changing the School." Theory into Practice, 2, no. 5 (December, 1963).
- Davis, H. Glenn. Policies for Early Childhood Education. Sacramento, Calif: State Board of Education, 1973.
- Dempsey, Richard A., and Smith, Rodney P. <u>Differentiated</u>
 Staffing. Englewood Cliffs, N.J.: Prentice-Hall,
 Inc., 1972.
- Department of Health, Education and Welfare. The Education Professions 1971-72. Part II--Differentiated Staffing: A State of the Art Report. Bethesda, Md.: ERIC Document Reproduction Service, ED 076-551, February, 1973.

- Downey, Lawrence W. "Organizational Theory as a Guide to Educational Change." Educational Leadership, 2, no. 1 (January, 1961), 38-44.
- Dreeban, Robert. The Nature of Teaching. Chicago: Scott-Foresman and Co., 1970.
- . "The School as a Workplace." In Robert M.W.

 Travers, American Educational Research Association
 (ed.), Second Handbook on Research in Teaching.
 Chicago: Rand McNally and Co., 1973. Pp. 450-473.
- Dunkel, Harold B. "Wanted: New Paradigms and a Normative Base for Research." In Philosophical Redirections of Educational Research, Seventy-first Yearbook of the National Society for the Study of Education, Part I. Chicago: University of Chicago Press, 1972.

 Pp. 77-93.
- Dunkin, Michael J.; and Biddle, Bruce J. The Study of Teaching. New York: Holt, Rinehart and Winston, Inc., 1974.
- English, Fenwick. "Teacher, May I? Take Three Giant Steps! The Differentiated Staff." Phi Delta Kappan, 51, no. 4 (December, 1969).
- _____, and Sharpes, Donald K. Strategies for Differentiated Staffing. Berkeley, Calif.: McCutchan Publishing Co., 1972.
- Fantini, Mario D. The REform of the Urban Schools. Washington, D.C.: Center for the Study of Instruction, National Education Association, 1970.
- Forness, Steven R. "Looking: Use of Classroom Observation in Early Identification." In R. Rutherford and J. Buckhalt (ed.), <u>Distinguished Lectures in Special Education</u>. Los Angeles, Calif.: University of Southern California Press, 1975.
- Foskett, John M. The Normative World of the Elementary
 School Teacher. Eugene, Ore.: The Center for the
 Advanced Study of Educational Administration, 1969.
- Role Consensus: The Case of the Elementary
 School Teacher. Eugene, Ore.: Center for the Advanced
 Study of Educational Administration, 1969.

- Glaser, Robert. "Individuals and Learning: The New Aptitudes." In M.C. Wittrock, American Educational Research Association (ed.), Changing Education: Alternatives from Educational Research. Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1973.
- Goode, William J. "The Theoretical Limits of Professionalism." In Amatai Etzioni (ed.), The Semi-Professions and Their Organizations. New York: The Free Press, 1969.
- Goodlad, John I. The Dynamics of Educational Change. New York: McGraw-Hill, 1975.
- in the United States." In The Elementary School in the United States, Seventy-second Yearbook of the National Society for the Study of Education, Part II. Chicago, Ill.: The University of Chicago Press, 1973. Pp. 7-30.
 - _____, and Anderson, Robert. The Non-graded Elementary
 School. Rev. ed. New York: Harcourt, Brace and
 World, Inc., 1963.
- , Klein, M. Frances, and Associates. Behind the Classroom Door. Worthington, Ohio: Charles A. Jones Publishing Co., 4970.
- Grace, Gerald R. Role Conflict and the Teacher. London:
 Routledge and Kegan Paul, 1972.
- Graybeal, William S. Trends in Teacher Supply and Demand in Public Schools 1973-76. Washington, D.C.:
 National Education Association, June, 1973.
- Green, Thomas F. The Activities of Teaching. New York:
 McGraw-Hill Book Co., 1971.
- Harnischfeger, Annegret, and Wiley, David E. "Teaching-Learning Processing in Elementary School: A Synoptic View." Mimeo. Report No. 9, February, 1975.
- Hennike, J. Michael, and Taylor, Donald E. "Teacher's Perceptions of Aide Roles and Responsibilities."

 Education and Training of the Mentally Retarded, 3, no. 2 (April, 1973), 15-19.
- Herbert, John. A System for Analyzing Lessons. New York: Teachers College Press, Columbia University, 1967.

- Herzberg, Frederick. Work and the Nature of Man. New York: The World Publishing Co., 1966.
- Howe, Harold, II. Picking up the Options. Washington,
 Dec.: Department of Elementary School Principals,
 National Education Association, 1968.
- Howe, Robert S. The Teacher Assistant. Dubuque, Iowa:
 William C. Brown Publishers, 1972.
- Hughes, Marie. A Research Report: Assessment of the Quality of Teaching in Elementary Schools. University of Utah, 1959.
- Hyman, Ronald T. Contemporary Thought on Teaching. Engle-wood Cliffs, N.J.: Prentice-Hall, Inc., 1971.
- Jackson, Philip W. Life in Classrooms. New York: Hort, Rinehart, Winston, 1968.
- Jacobson, Claire, and Drije, Carla. "Role Relations Between Professionals and Paraprofessionals in Headstart." Journal of Research and Development in Education, 5, No. 2 (Winter, 1972), 95-100.
- Jamer, T. Margaret. School Volunteers. New York: Public Education Association, 1961.
- Kahn, Robert L.; Wolfe, Donald M.; Quinn, Robert P.; and Snoek, J. Diedrick., Organizational Strss Studies in Role Conflict and Ambiguity. New York: John Wiley and Sons, Inc., 1964.
- Katz, Fred E. "The School as a Complex Social Organization".

 Harvard Educational Review, No. 34, Summer 1964, pp. 428-455.
- Kerlinger, Fred N. Foundations of Behavioral Research.
 New York: Holt, Rinehart and Winston, Inc.; 1974.
- Kounin, Jacob, S.; Gump, Paul V.; and Ryan, James J., III.
 "Explorations in Classroom Management." <u>Journal of</u>
 Teacher Education, 12 (1961), 235-246.
- Kunkel, Richard Wm. "A Study of Communication Patterns of Teachers Using Teacher Aides as Compared to Those Not Using Teacher Aides." Doctoral dissertation.

 Dissertation Abstracts, 7, part 1 (1973).

- Lansing, Delmer Graydon An Exploratory Study of the Role of Paid Aides in a Differentiated Staffing Project.

 Technical Report No. 37. Stanford Center for Research and Development in Teaching August, 1973.
- Likert, Rensis. The Human Organization: Its Management and Values. New York: McGraw-Hill Book Co., 1967.
- Lortie, Dan C. "The Balance of Control and Autonomy in Elementary School Teaching." In Amatai Etzioni (ed.),

 The Semi-Professions and Their Organizations. New York: The Free Press, 1969.
- . "Observations on Teaching as Work." In Robert M.W. Travers, American Educational Research Association (ed.), Second Handbook of Research on Teaching. Chicago: Rand McNakly, 1973.
- Los Angeles City Schools. "Education Aides." Mimeo by Personnel Division, February 23, 1976.
- _____. "How to Utilize School Volunteers and Their Services." Mimeo by Office of Urban Affairs, Summer, 1969.
- McKenna, Bernard H. School Staffing Patterns. Burlingame, Calif.: California Teachers Association, 1967.
- McNeil, John D., and Popham, W. James. "The Assessment of Teacher Competence." In Robert M.W. Travers, American Educational Research Association (ed.), Second Handbook of Research on Teaching. Chicago: Rand McNally, 1973.
- Medley, Donald M., and Mitzel, Harold E. "Measuring Classroom Behavior by Systematic Observation." In N.L. Gage (ed.), <u>Hambook on Research in Teaching</u>. Chicago: Rand McNally and Co., 1963.
- Meil, Alice. "These Are the Schools--Issue and Opinions."

 In <u>The Elementary School in the United States</u>, Seventysecond Yearbook of the National Society for the Study
 of Education, Part II. Chicago: The University of
 Chicago Press, 1973. Pp. 87-114.
- Miles, Matthew. <u>Innovation in Education</u>: New York:
 Bureau of Publications, <u>Teachers College</u>, Columbia
 University, 1964.

- Moffat, Elizabeth C. Status of the American Public School
 Teacher 1970-71. Research Division of the National
 Education Association; Bethesda, Md.: ERIC Document
 Reproduction Service, ED 066-800, 1972.
- Morine, Greta, and Morine, Harold. "Teaching." In The
 Elementary School in the United States, Seventy-second
 Yearbook of the National Society for the Study of
 Education, Part II. Chicago: University of Chicago
 Press, 1973.
- Mussen, Paul Henry; Conger, John Janeway, and Kagan,
 Jerome, Child Development and Personality. New York:
 Harper and Row, 1969.
- National School Public Relations Association. Paraprofessionals in Schools: How New Careerists Bolster Education. Washington, D.C., 1972.
- National Society for the Study of Education. Adapting the Schools to Individual Differences, Twenty-fourth Yearbook, Part II. Bloomington, Ill.: Public School Publishing Company, 1925.
- The Dynamics of Instruction Groups, Fifty-ninth
 Yearbook, Part II. Chicago: The University of Chicago
 Press, 1962.
- Part I. Chicago: The University of Chicago
 Press, 1962.
- Noar, Gertrude. <u>Teacher Aides at Work</u>. National Commission on Teacher Education and Professional Standards. Washington, D.C.: National Education Association, 1967.
- Nuthall, Graham, and Snook, Ivan. "Contemporary Models of Teaching." In Robert M.W. Travers, American Educational Research Association (ed.), Second Handbook of Research in Teaching. Chicago: Rand McNally, 1973. Pp. 47-76.
- Parsons, Talcott, and Shils, Edward. <u>Toward a General</u>
 Theory of Action. Cambridge, Mass.: Harvard University
 Press, 1954.
- Pellegran, Roland J. "Some Organizational Characteristics of Multi-unit Schools." Working Paper No. 22, Wisconsin Research and Development Center for Cognitive Learning, June, 1969.

- Petrie, Hugh G. "Theories Are Tested by Observating the Facts: Or Are They?" In Philosophical Recirection of Educational Research, Seventy-first Yearbook of the National Society for the Study of Education, Part I. Chicago: University of Chicago Press, 1972
- Reynold, Larry. Problems of Implementing Organizational Change in the Elementary School: A Case Study.

 Bethesda, Md.: Eric Document Reproduction Service, Ed 062-716, April, 1972.
- Riegal, Samuel Andrew. "A Time Analysis of Teacher Activities in Elementary School Classrooms of Chester County, Penn." Doctoral dissertation. Dissertation Abstracts, 7, part I (1946). 18/01/123.
- Riles, Wilson C. "ECE in California Passes its First Test."

 Phi Delta Kappan, 57, no. 1 (September, 1975), 3-7.
- Rochon, Louis Francis. "The Emerging Role of Teacher Aide in Oregon Public Schools." Doctoral dissertation.

 Dissertation Abstracts, 7, part I (1969). 29/09A/2904
- Rosenshine, Barak, and Furst, Norma. "The Use of Direct Observation to Study Teaching." In Robert M.W.
 Travers, American Educational Research Association (ed.), Second Handbook of Research on Teaching. Chicago: Rand McNally, 1973. Pp. 122-183.
 - , and Martin, Marilyn. "Teacher Education and Teaching Behavior: Comments on the State-of-the-Research." Education Researcher, 3, no. 7 (July/August, 1974).
- Ryals, William Benjamin. "The Development of a Set of Guidelines for Selecting, Training, and Utilizing Teacher Aides and a Determination of the Value of Teacher Aides in Selected Public Schools in Mobile County, Alabama." Doctoral dissertation. Dissertation Abstracts, 7, part I (1968). 29/10A/3344.
- Ryans, David G. "Teacher Behavior Can Be Evaluated. In Pi Lambda Theta, <u>The Evaluation of Teaching</u>. Washington, D.C:: George Banta Co., 1967.
- Sands, Ole. "Curricular Change." In <u>The Curriculum:</u>)

 Retrospect and Prospect, Seventieth Yearbook, Wational
 Society for the Study of Education, Part I. Chicago:
 University of Chicago Press, 1971.

- Sarasan, Seymour B. The Culture of the School and the Problem of Change. Boston: Allyn and Bacon, Inc., 1971.
- Schaffer, Robert H. "Job Satisfaction as Related to Need Satisfaction in Work." Psychological Monographs, 67, no. 14 (1953).
- Schmuck, Richard A., and Runkel, Philip J. Organizational Training for a School Faculty. Eugene, Ore.: Center for the Advanced Study of Educational Administration, 1970.
- Scriven, Michael. "Objectivity and Subjectivity in Educational Research." In Philosophical Redirection of Educational Research, Seventy-first Yearbook of the National Society for the Study of Education, Part I. Chicago: The University of Chicago Press, 1972.
- Sharpe, Donald M. "Studying Classroom Behavior to Determine How Paraprofessionals Can Help in the Classroom."

 TEPS Write-in Papers on Flexible Staffing Patterns,
 No. 3. Washington, D.C.: National Education
 Association, May, 1969.
- Silver Spur School. Master Plan Early Childhood Education School Year 1974-75. PVPUSD, Rolling Hills, Calif., 1974.
- Simon, Anita, and Boyer, E. Gil. <u>Mirrors for Behavior</u>:

 <u>An Anthology of Observation Instruments</u>. <u>Philadelphia</u>,

 <u>Penn.: Research for Better Schools</u>, Inc., 1970.
- Skinner, B.F. "Some Implications of Making Education More Efficient." In <u>The Seventy-Second Yearbook of the National Society for the Study of Education</u>, Part I. Chicago: University of Chicago Press, 1973. Pp. 446-456.
- Smith, Louis M., and Geoffrey, William. The Complexities of an Urban Classroom: An Analysis toward a General Theory of Teaching. New York: Holt, Rinehart and Winston, Inc., 1968.
- Snyder, Edith Roach. The Self-Contained Classroom. Washington, D.C.: Association for Supervision and Curriculum Development, National Education Association, 1960.

- Spady, William G. "The Authority System of the School and Student Unrest: A Theoretical Exploration." In Uses of the Sociology of Education, Seventy-third Yearbook of the National Society for the Study of Education, Part II. Chicago University of Chicago Press, 1974.
- Spodek, Bernard. "Staff Requirements in Early Childhood Education." In Seventy-first Yearbook of the National Society for the Study of Education, Part II. Chicago: University of Chicago Press, 1972. Pp. 339-365.
- State of California. "Senate Bill No. 1302." November 27, 1972.
- Tabachnick, B. Robert, and De Vault, M. Vere: <u>Teacher</u>
 Roles for 1975. Nos. 1-4, Wisconsin Elementary Teacher
 Education Project. Washington, D.C.: United States
 Office of Education, 1969.
- Tannenbaum, Arnold S. <u>Control in Organizations</u>. New York: McGraw-Hill Book Company, 1968.
- Belmont, Calif.: Wadsworth Publishing Co., Inc., 1966.
- Thomas, George Isaih. An Introduction to New Plans of School Organization which Can Result in Financial Ecocomies and Provide More Education for All Pupils. USOE; Bethesda, Md.: ERIC Document Reproduction Service, ED 020-587, January, 1966.
- Tausky, Curt. Work Organizations. Itasca, Ill.: F.E. Peacock Publishers, Inc., 1970.
- Ullrich, Robert A. A Theoretical Model of Human Behavior in Organizations: An Eclectic Approach. Morristown, N.J.: D.H. Mark Publication of General Learning Press, 1972.
- Wanous, John P., and Lawler, Edward E. "Measurement and Meaning of Job Satisfaction." Journal of Applied Psychology, 56, no. 2 (1972), 95-105.
- Watson, Goodwin (ed.) Change in School Systems. Cooperative Project for Educational Development. Washington, D.C.: National Training Laboratories, 1967.
- Weber, Max. The Theory of Social and Economic Organization.
 Translated by A.M. Henderson and Talcott Parsons.
 New York: The Free Press, 1947.